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ABSTRACT

A mentor is a close, trusted, and experienced counselor or guide who trains, disciplines, and assumes a great deal of responsibility in assisting the protege. Considerable debate exists in organizational research as to the value and benefit of mentors, and only recently have some businesses recognized mentors as important to the shaping of new corporate leaders. Usually the mentor is male and 15 to 20 years older than the protege, who is also usually male. Much recent literature considers the female protege, but in a negative light. Sponsors and mentors seem to be important to women in business, but much harder to come by, and most must turn to men for role models. The debates continue on whether women need mentors and whether role modeling is successful if the model is male. The most encouraging indication that women are finally being considered serious candidates for mentor/protegee relationships is the implementation of programs that formalize the approaches to mentoring in organizations with specific orientation for women. The benefits for the mentor, protegee, and organization far outweigh the risks involved in mixed gender mentor relationships. The development of mentor relationships also makes accessible many different communication channels within the organization, but no comprehensive study of mentor and protege interactions--which could lend insights into the uses and effects of informal communication channels within the organization--has yet been developed in the speech communication field. (HTH)

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"My Key to the Men's Room:"[1] Mentor and Protege Relationships in Business and Professional Organizations. An Overview.

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The presentation summarizes and analyzes current work on the subject of mentoring relationships, with special reference to the subjects of gender and risk involvement. Conclusions are drawn which favor the risk of engendering a mentoring relationship because of its potential value to the mentor, the protege and the organization as a whole.

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The mentor/protege relationships has, throughout history, interested the author, intrigued the playwright and compelled the poet to investigate the age-old proverb, "Behind every successful executive there is a mentor."[2] Early Greek mythology finds Homer's faithful and wise Mentor advising young Telemachus, the son of his valued friend Ulysses, during the latter's ten year odyssey.[3] Who can forget the image from childhood storytelling of Merlyn the Magician advising the naive and immature King Arthur in stately and romantic endeavors. Our interest in the power and influence of these classical mentors is reflected in our contemporary enthusiasm for studying mentor/protege relationships in modern business orientations.

The field of organizational development has been inundated with voluminous discussions of mentor/mentee relationships since the late seventies. Most of the recent research in this area encourages and supports these developmental roles. The advantages, however, are typically balanced against some words of caution for the reader. The relationship, those words imply, can be a risk-taking adventure for both the mentor and the protege.

Other areas of our modern society mirror the enthusiasm for having a mentor and underline the "magical" quality. As children we were weaned on the belief that any of us can "hitch our wagons" to a rising star. The fantasy of having doors magically open for us is intriguing and encouraging in every popular medium.[4] We recall the stories of proteges in philosophy and music, the arts and letters, the military, and even professional sports.

The ideal mentor/protege relationship is illustrated for us through the interaction of Obi-Wan Kenobi, the old Jedi Master in the Star Wars

saga and young (space student) Luke Skywalker. Mentoring in business appeals to the young person who attends to the mythical value of these special relationships. The mentor in business, like Obi-Wan, is more worldly than a parent, knows the inside operations, and has the power to be successful. The counsel of the mentor has magical importance and is pursued by many young workers who harbor high aspirations and a wild passion to succeed. Like the young knights all trying their hands at pulling the sword from the stone, researchers in business and education try to unlock the secret of these powerful relationships. As Luke Skywalker sought out the wisdom of the Jedi Brotherhood, so does the knight in the grey flannel suit hope to discover a mentor to guide and nurture him or her.[5]

But what is this thing called mentoring? Why is it prized by so many? What real influence does it have in circumventing the hierarchical structures of the modern business world? What is this mythical-magical commodity?

Unveiling the Myth

A mentor, according to Webster, is a close, trusted, and experienced counselor or guide."[6] In organizations they have been called godfathers, sponsors, benefactors, rabbis and patrons. They are frequently part of the "old boys" network, firmly rooted in most older, traditional organizations.[7] It is primarily within the last five years that organization scholars and planners have recognized the vital role mentors can play in the development of first level managers and executives. Among the earliest references to mentoring in the work setting were by Daniel J. Levinson, in Seasons of a Man's Life. Levinson discusses the personal and business services that the mentor can provide:

1. acts as teacher.
2. serves as sponsor.
3. is a host and guide into a new occupational and social world.
4. is in a position to act as an exemplar.
5. provides counsel and moral support in times of stress.[8]

Abraham Zaleznik goes a step further, investigating these interactions within the organization and concluding that the development of mentor/protege relationships is directly related to the development of leaders in organizations.[9] Surveys in organizations have uncovered similar characteristics outlining a typical one-to-one mentor relationship. Usually the mentor is male and fifteen to twenty years older than the protege.[10] A mentor can be a very important person in an individual's career development. The mentor becomes more than just a supervisor or helpful co-worker. He or she becomes a teacher, a guidance counsellor, coach and friend to the less experiences worker. The mentor trains, guides, disciplines and assumes a great deal of responsibility in assisting the person.

Roche, in his study of mentor/protege relationships, discovered that "in ranking the characteristics most important for a mentor to have, respondents gave the highest value by far to the mentor's willingness to share knowledge and understanding."[11] And the Woodlands Group described the deeper quality of the mentor/protege relationship in contrast to a strictly supervisory one:

> Mentors possess genuine generosity, compassion, and concern. They listen in the best Rogerian sense, hearing feelings as well as ideas. An assignment system ("You

> mentor this young, high-potential person.") seems incompatible with the spirit of the process. The relationship most effectively exists outside the normal boss-subordinate patterns because bosses administer rewards and punishments. They are thus apt to be perceived as [and may be] limited and non-objective.[12]

Just as it is important in good theater to have well-defined roles (e.g. hero, heroine, villain, fool) it is important to define clearly the roles of those involved in the practice of individual development and growth within organizations. To understand better the role of the mentor, it is important to distinguish its characteristics from those of such other roles as sponsor and coach with which (as has been demonstrated) it shares a metaphorical similarity. A substantial portion of the literature on mentoring relationships draws heavy lines to mark the borders of each of these vital roles. Coaching, for instance, is defined simply as "a boss helping a subordinate meet specific growth needs."[13] The McDonalds Corporation has long been recognized for practicing "coaching" management and successfully producing properly reinforced coaches. But, although distinguished from sponsoring and mentoring in some of the literature, coaching does not receive the attention that researchers feel sponsoring and mentoring demand.

Natasha Josefowitz, in her book Paths to Power, differentiates between the terms sponsor and mentor and describes the power and influence of these "organizational guides." Her understanding of sponsorship is that the young employee "must have three hands. One to be held by a sponsor as you're being pulled along the organizational ladder; another to pull along those behind you; and the third to hold hands with subordinate

peers." She defines a sponsor as "one who vouches for the great ability of a candidate for admission," as opposed to the mentor, a "wise and trusted teacher."[14]

Josefowitz's explanation then, makes obvious that the difference between sponsor and mentor (in an organizational context) is primarily one of function. The mentor can educate the beginner, but it will take the clout of the sponsor to push the protege up to a higher rung on the ladder. Although the function of each is a separate step in the individual development process, the mentor and sponsor both can possess the ability to train a beginner and the influence to move the person along to the next level.

The Woodlands Group also found it significant to differentiate between the role of the sponsor and that of the mentor. They claim that "the mentor/protege relationship is far deeper than that of the sponsor/protege. Sponsors are press agents; mentors are everything implied in the definition of trusted friend and guide."[15] The group also identifies the dangers of being sponsored in an organization where there exists the risk of negative consequences for the mentor as well as the protege. If unbalanced in trust and dependence, the relationship can become counterproductive. When productive, though, the relationship of mentor to protege is heralded by many as satisfying and helpful.

To Mentor or Not to Mentor?

There exists considerable debate in the battlefield of organizational research as to the value and benefit of mentors. Andrew Edson's article, "Mentors: Do They Work in PR?" reports that some say that "behind every successful executive there is a mentor. Others disagree and argue that

lack of one, if nothing else, forces a greater reliance on your own abilities."[16] Carl Rogers' comment echoes such concern with overwhelming influence. In claiming that he was "fortunate in not having a mentor," Rogers was referring to the possibility of being suffocated by the good intention of the mentor.[17]

The ultimate question remains for those concerned with individual career development, "to mentor or not to mentor?" The title of articles generated in response to this question reflect the uncertainty surrounding the alleged benefits of the practice.[18] But those who defend it, do so staunchly. J. George Harris is adamant in his position that "mentors need proteges to get their own work done well." He further charges that "concerted efforts to destroy the mentor system have been among the idiocies of scientific management."[19]

Roche, in his article, "Much Ado About Mentors," offers the admonition that mentoring is one of the best kept secrets in organizations. Only recently have some businesses recognized mentors as important to the shaping of new corporate leaders.[20] In his extensive study of over 4,000 subjects, Roche discovered many advantages for the participants in mentoring relationships.[21] For example, higher level executives who were once proteges themselves, tend to become mentors encouraging others. Roche also found that those executives with mentors were better educated, and their career planning was found to be positively correlated with the experience. The most telling difference was between evaluation of job satisfaction for executives who had mentors and those who had not. Roche concluded that "executives who have had a mentor . . . derive somewhat greater pleasure from their work than executives who have not."[22]

The Heindrick and Struggles survey discovered similar results. Having investigated the payoff possibilities for senior-level executives who had been involved in at least one mentoring relationship, Heindrick and Struggles decided that "the participants who had mentors not only were more satisfied with their career progress but derived greater pleasure from their work." They further stated that respondents "characterized the majority of their mentors as having had substantial influence in their careers," and concluded that "these reasons seem sufficient for seeking out one or more suitable mentors."[23]

Dr. Linda Phillip-Jones, who has studied more than five hundred mentoring relationships agrees with the conclusions drawn by Harris, Roche, and Heindrick and Struggles. Supporting her belief in the importance of finding a mentor to enhance one's career development, she enthusiastically and optimistically advises young hopefuls that "finding and making use of the right mentors is the most crucial step you'll ever take in your career."[24] Bushardt, Moore and Debnath went as far as to suggest that "to have a mentor is to be among the blessed, not to have a mentor is to be damned to eternal oblivion, or at least mid-level."[25]

Katherine Kram, a researcher at Boston University School of Management, is not as thoroughly convinced that mentoring is advantageous in all situations. Kram asserts that the major misconception about mentoring is that "it's becoming too aggrandized. There's a myth that mentoring is the answer to career management. But in reality mentoring relationships can be destructive; they are often limited in value; and other relationships, for example, with peers, can be of equal or greater value."[26] To many like Kram, it seems that "the protege system itself has always seemed

a little sinful, like nepotism."[27] And of course if the protege happens to be a woman, the criticism that erupts is, or can be, overwhelming.

Women in Mentoring Relationships

It is an exasperating fact that much of the most recent literature does consider the female protegee, but typically in a negative light. Most definitions and discussions of mentoring characteristics and role-modelling were attempting to be gender non-specific. But clearly, when the evidence of risk-involvment in a mentor/protegee relationship is discussed in articles, consideration of the mentor as male and the protegee as female results in the disadvantages being represented as darker and deeper in their potential harm.

It is disappointing that our classical examples of mentor/protege relationships are male to male. One finds little comfort in the irony that one version of Greek mythology reveals that the teacher and guide Mentor was really the goddess Minerva in disguise. How unfortunate that now, centuries later, the "daughters" of Minerva struggle to find a mentor, a role model, a friend to advise and trust![28] Trust seem to be the problem--the stigma attached to these male/female business relations--because "the relationship is based on trust, and trust is the ultimate aphrodisiac."[29]

The real problem is that prejudices are dressed up with detailed explanations and demonstrated concerns, but the Freudian slip still shows. Harris remarks that the mentor/protegee relationship is usually most invisible to those involved in corporate life, "except when the pair happens to be of opposite genders. Then sex rears its pretty head, either in fact or in the mind of onlookers."[30] The fact that for Harris the

head is "pretty" as opposed to handsome, demonstrates as well, on whose head the axe will most likely fall if fall it will.

The debates continue on whether women need mentors and whether role-modelling is successful if the model is male. In her study of the question, Douvan poses the question that "if we assume that the model provides a kind of relay for the youngster struggling up the cliff of his aspiration, we are led to ask again where young women have found appropriate models and how they managed to supply the modelling somehow not as critical a function for women."[31] Douvan concludes that modelling opportunities may be significant for the female in her professional development, but she admits sadly that the opportunity is not always available or apparent to the younger person.

Sponsors and mentors seem to be important to women but much harder to come by. Because there are still significantly fewer women than men holding executive positions most women must turn to men for role models. Levinson points out that "the mentor relationship is one of the most complex and developmentally important a man can have in early adulthood."[32] This explains the interest in studying well-established and accepted male-to-male mentoring but does nothing to loosen the noose strangling many male-to-female relations. Kanter tries to unravel the confusions and mysteries that males face in their atypical roles as mentor to females.[33] And men are not the only ones stuck in the stereotypic sludge. Some women, having officially survived the rites of passage on their own, see sponsorships of younger employees as "sugar daddy" relationships. Kelley offers a fierce attack on women who consider mentor/protegee relationships valuable, identifying them as fools tricked by the mentor

myth. She asserts that "dreaming of mentors reinforces old female behavior. Women who are waiting for mentors to find them are not learning to take charge of their careers or their lives."[34]

The unflattering portrait of mentors painted by Kelley is debilitating for young female employees. Unfortunately, Kelley's sentiments are often echoed in the opinions of other women who have established themselves successfully without assistance and are reluctant to accept other women who have not suffered the rites of passage into upper level positions. The saddest irony of what is called the Queen Bee Syndrome is that the queen bee, "because of her access to power and male favor, is in the best position to advance the cause of women but is the least inclined to do so."[35]

In contrast to the Queen Bee position, Thurman considers it helpful for a young woman to have a mentor but is realistic in her evaluation of the opportunities of such a relationship. Thurman reasons that "it is obvious that having a mentor is a great privilege, especially if you are lucky enough to find a noble one." But she quickly warns that "it is equally clear that not every young woman will find one. Most of us won't!"[36]

Harlan and Weiss believe that a "classic" mentor relationship appears only once in a hundred women executives. Having interviewed subjects, they discovered that many of these unmentored women benefitted from a hodge podge of sources and role models, both male and female. One subject characterized her haphazard involvement with role models as "a kind of tacky collage . . . There were so many people that pitched in, but no one could be called a mentor."[37]

The results of a survey reported in the March-April 1981 issue of the Harvard Business Review support this subject's remark that she could have landed a "better job" with a mentor's help. In a study of thirty women, the twenty four who reported having had mentors during their careers were better paid at a younger age than the six who had never established mentor relationships. The researcher concluded that "the affiliation with their mentors clearly helped their careers."[38]

When the Mentor is Male and the Protegee Female

A mentor is many things to many people. But it has become evident that when the mentor is a man and the protegee a woman, the relationship is but one thing--scandalous! Both mentor and protegee increase the chances of disaster when launching such a relationship. The major risk is in taking less seriously than one should the possible consequences of co-workers misperceptions, when they (as they inevitably must) view the partnership as a sexual entanglement. The rumors of such a liason can create unnecessary tension for those involved and make the organizational climate uncomfortable and productive. The possibility that spouses will become uncomfortable and exert pressures in the informal network also exists.

The perceptions of sexual entanglements can be even more damaging when they are based, even partially in reality. In a study of twenty five female executives, Jardim and Hennig found one interviewee who was candid on her response about having to be "threatened" by sexual involvement. "You wanted to be desired because you were skilled," she said, "not because you were a woman. In spite of all this extra work you still couldn't

be sure; if a guy seemed to warm up to you, you weren't sure whether it was the skill or the woman he was after."[39]

Failure could indelibly mark the careers of both mentor and protegee --even more so than in a man-to-man or woman-to-woman situation. If the protegee did not fulfill expectations, the judgment of the mentor could be questioned. Because she is a woman, though, and her performance more visible, her failure would be much more noticeable. "A young man can bomb, without anyone noticing," one mentor commented, "but a woman's mistakes are often broadcast."[40] And if the mentor turns out to be a falling, rather than a rising star, the woman's career and reputation can falter by association with him.[41]

Despite the risks involved, the demand for mentors remains apparent. The June 1980 issue of Management Review considered the time when women feel the strongest need for a mentor: "Individuals seem to need mentors most at crisis periods or turning points in their careers: a young researcher deciding on a speciality. . . a mature woman making a career change . . . a female manager on the verge of promotion to a level where no women have been before."[42]

The role of mentor was common to Hennig and Hardim's twenty five subjects. Their summaries of the similarities in relationships lent insight into the role of the mentor. On the occasion when the mentor was a man and the protegee a woman, Hennig and Jardim reported that "he was her supporter, her encourager, her teacher, and her strength in the company." In contrasting the performance of the mentor's and protegee's role, they stated that "he admitted her competence and her will to succeed. She in turn was his admirer and his helper." The mentor actively demonstrated

and reinforced the justice of her ambition. "He believed that women should be in business and backed up this belief in his dealings with her, with other men in the company, and with male customers and clients."[43] In Paths to Power, Josefowitz describes the characteristics of the mentor more succinctly. A mentor is "a brain to pick, a shoulder to cry on, and a kick in the pants."[44]

General Implications for Mentoring Relationships

The most encouraging indication of women finally being considered as serious candidates for mentor/protegee relationships is the implementation of programs that formalize the approaches to mentoring in organizations with specific orientation for women.[45] Although there is skepticism and constant criticism that "appointing" mentors does not allow for the natural development of these relationships, it is important to note that the presence of women in formal programs is not, in itself, generating negative feedback. Positive reactions, in fact, support the practical inclusion of women in mentoring programs. Janet Jones-Parker, chairperson of Boyden Management Women reports, "In my client-companies that have these programs, men have said they expected competition. They didn't care whether it came from men or women."[46]

Young women (as stated earlier) have typically lacked female mentors because there were too few women executives to play the role. Often those women who did make it were either not in secure enough positions to offer assistance or were too battered and bloodied from the struggle upward. These women felt that they couldn't, and in some cases shouldn't, help. "No one helped me," was the attitude of some. But as the number

of women at executive levels slowly increases there are more women available to serve as mentors.

This recent appearance of female mentors in the corporate world marks another significant advancement in the efforts to integrate women into all levels of management. Francine L. Pennino, assistant banking officer at New England's Merchants National Bank feels strongly that "a woman mentor can be a tremendous help."[47] CBS Inc. agrees and has established a voluntary force of fourteen women in executive management to act as career consultants/mentors during the training program and early career years for new female employees. Other corporations[48] have adopted similar programs working under the same assumption as Pennino.

The female-to-female relationship may prove better for the mentor too. Linden E. Saline, from General Electric Corporation, believes that such a relationship is most advantageous because "role modelling is one of the best ways to do mentoring."[49] The senior executive can also be in the position to prove her executive power and demonstrate her influence by taking on protegees. As Jennings adds, "Women are beginning to realize that clout comes from the prestige of your subordinates. You can't just hitch your own wagon, you've got to have some wagons behind you!"[50]

So many voices have been raised to discourage young women from seeking a mentor that it is important to focus a little longer on the advantages that can counterbalance the risk of involvement:

Mentor Benefits

1. The mentor has the intrinsic satisfaction of helping another work toward his or her career goals.

2. The mentor will experience a feeling of self-importance from the respect given by the subordinate.
3. Appreciation for past efforts by the mentor can lead to a lasting relationship between the two.
4. Mentors can gain information about organizational undertakings because subordinates tend to be willing to share their knowledge.
5. When evaluated, a mentor may be recognized for his/her contributions to team spirit within the organization.

Subordinate Benefits

1. The protege gains experienced information about the organization's operations and processes from the mentor.
2. The mentor is available to answer specific questions and to guide the protege in making tactical career choices.
3. The subordinate will benefit from the individual attention to resolving any career development problems and the mentor's ability to assess opportunities for advancement within the organization.
4. Motivation can also be greater for a subordinate who has a mentor to monitor performance.
5. Affiliation with a successful mentor can identify the subordinate positively within the organization.

Organizational Benefits

1. The organization benefits from the mentor/protege relationship because it gets a better trained, more cohesive workforce.
2. The early training of a subordinate by a mentor may make the protege feel important and strengthen his/her loyalty to the company.

3. Morale among the workforce can be improved with a helping atmosphere.
4. It is easier for a mentor to make reliable recommendations for promotion because he/she is familiar with the subordinate's strengths and weaknesses.
5. A younger level of employees is being trained and will be available to fill upper level positions when needed.[51]

Acknowledging the advantages of such interaction as that described above, Fitt and Newton conclude that "although mentor relationships cannot be created, they can be cultivated. The chief ingredient needed is an awareness of the benefits of such alliances among potential proteges as well as potential mentors."[52]

Significance for Communication Research

Mentor/protege relationships have proven to make accessible many different communication channels within the organization. A variety of types of information, concerning the formal and the informal structures of the organization, is exchanged in the cultivation of a mentoring relationship. Kram considers the breaking down of communication barriers one of the greatest effects of mentoring. Effective communication is integral and central to a successful mentor/protege relationship. According to Kram, "the mentor becomes an oasis in corporate politics where you can talk over almost any problem."[53]

Fitt and Newton's Harvard Business Review study agreed with Kram about the importance of effective communication within mentoring relationships. The mentor and protege are both wells of information for each other. They can gather, screen and synthesize information of

significance for the other. They act as mini-opinion leaders selecting and siphoning information for each other's consumption.

One subject described her frustration with communication barriers restricting her ability to gather information because of sexual biases and explained that her mentor was able to keep a watch on what the "good old boys" were saying behind her back. She enthusiastically summed up her mentor's role by saying, "My mentor is my key to the men's room."[54]

Bushardt, Moore and Debnath recognize the importance of communication in establishing, developing and maintaining positive mentoring relationships. They discuss effective communication skills as important criteria for insuring a healthy professional relationship, both for the protege and the mentor.[55]

Unfortunately, a comprehensive study of mentor and protege interactions has not yet developed in the Speech Communication field. A study of communicative behaviors of both mentors and proteges might lend insights into the uses of informal communication channels within the organization, and the influences and effects of these relationships on the entire organizational system. The opportunity exists as well to analyze the many different aspects of the mentor/protege relationship with respect to gender differences.

Finally, it is important for the researcher to consider the development and interactive processes of the mentoring relationship as mutually nurturing--not simply as a one-way ticket upward on a pair of magical gossamer wings. The mentoring relationship must lose its romance. For, having pulled the sword from the stone, the young executive who would

be queen should have no illusions about what it costs in sweat and tears to set about building a kingdom.

Endnotes

[1]Lawton Wehle Fitt and Derek A. Newton, "When the Mentor is a Man and the Protegee a Woman" Harvard Business Review, March-April 1981, p. 58.

[2]Stephen C. Bushardt, Roy W. Moore and Sukumar C. Debnath, "Picking the Right Person For Your Mentor." S.A.M. Advanced Management Journal, Summ 1982, p. 46.

[3]Woodlands Group, "Management Development Roles: Coach, Sponsor, and Mentor." Personal Journal, Nov. 1980, p. 920.

[4]The helpful mentor is in fact a staple of the Horatio Alger myth of success, although the relationship is never stressed as a key element. Louise Kelley, "On the Job," Working Women, May 1981, p. 40.

[5]Judith Thurman, "Do You Need a Mentor to Get Ahead?" Mademoiselle, August 1981, p. 190.

[6]Philip Babcock Gove, Ed in Chief, Webster's Third New International Dictionary. (Springfield, Mass.: G & C Merriam Company, 1966). p. 1412.

[7]Judith Thurman, "Do You Need a Mentor? p. 191.

[8]Gerard P. Roche, "Much Ado About Mentors." Harvard Business Review, Jan.-Feb. 1979, p. 14.

[9]Roche, "Much Ado." p. 14.

[10]David Clutterbuck, "How Much Does a Career Success Depend on a Helping Hand From Above?" International Management, April 1982, p. 17.

[11]Roche, "Much Ado." p. 14.

[12]Woodlands Group, "Management Development Roles." p. 920.

[13]Woodlands Group, "Management Development Roles." p. 920.

[14]Natasha Josefowitz, Paths to Power (Reading, MA: Addison-Wessley, 1983), p. 93.

[15]Woodlands Group, "Management Development Roles," p. 921.

[16]Andrew S. Edson, "Mentors: Do They Work in P.R.?" Public Relations Journal, July 1980, p. 18.

[17]Woodlands Group, "Management Development Roles." p. 921.

[18]For instance, "Godfathers and Gossips," "The Case for Mentors," "Mentors: How Much Do They Really Matter?" "Becoming a Mentor: Are the Risks Worth the Rewards?" "How Much Does Career Success Depend Upon a Helping Hand From Above?" "Jumping Ahead by Having a Mentor," and "Much Ado About Mentors."

[19]T. George Harris, "Godfathers and Gossips." Industry Week, 27 Oct., 1980, p. 32.

[20]Roche, "Much Ado."

[21]Roche, "Much Ado," pp. 27-8.

[22]Roche, "Much Ado." p. 28. Roche goes on to say "Since both groups devote the same number of hours (on the average 56 hours) to business each week, I can only concede that there is a goodly number of executives who could be more satisfied doing that work than they are at present. For at least 50%, having a mentor might make the difference."

[23]Helen J. McLane, "Jumping Ahead by Having a Mentor." Data Management, March 1981, p. 56.

[24]Linda Phillip-Jones, "Mentors: How Much Do They Really Matter?" Glamour, June 1982, p. 136.

[25]Bushardt, Moore and Debnath, "Picking the Right Person," p. 46.

[26]Clutterbuck, "Career Success." p. 18.

[27]Harris, "Godfathers and Gossips." p. 32.

[28]Woodlands Group, "Management Development Roles." p. 921.

[29]Harris, "Godfathers and Gossips." p. 32.

[30]Harris, "Godfathers and Gossips." p. 36.

[31]Elizabeth Douvan, "The Role of Models in Women's Professional Development." Psychology of Women Quarterly, (Fall) 1976, p. 6.

[32]James Van Vorst, "Mentors and Proteges Among Hospital Chief Executive Officers in Indiana." Masters Thesis, School of Education, Indiana University, 1980, p. 5.

[33]"Who can look at a woman and see themselves? This was a good question. . . When women acquired sponsors, the reasons were often different from the male protege situation. In one case officers were looking for a high-performing woman they could make into a showpiece to demonstrate the organization's openness to good women. In another instance, an executive was thought to have "hung his hat on a woman" (decided to sponsor her) to demonstrate that he could handle a tricky management situation and solve a problem for the corporation." Rosabeth Moss Kanter, Men and Women of the Corporation (New York: Basic Books, Inc., 1977), p. 184.

[34]"Women have waited for years--for phones to ring, for Mr. Right to come along. Passivity or, worse yet, fatalism about a career can result if women cling to such traditional behavior. Louise Kelley, "On the Job." Working Women, May 1982, p. 40.

[35]Graham Staines, Carol Tarvis and Toby Epstein Jayarante, "The Queen Bee Syndrome." Psychology Today, Jan. 24, 1974, p. 60.

[36]Thurman, "Do You Need a Mentor?" p. 191.

[37]"Perhaps--no, for sure--if I had found one, I would have had a better job. But I wouldn't have had the very special privilege of calling myself a self-made woman." Thurman, "Do You Need a Mentor?" p. 192.

[38]Fitt and Newton, "When the Mentor." p. 58.

[39]Margaret Henning and Anne Jardim, The Managerial Woman. (New York: Pocket Books, 1977), p. 160.

[40]Fitt and Newton, "When the Mentor." p. 58.

[41]Thurman, "Do You Need a Mentor?" p. 190.

[42]"Mentors for Women: Like It or Not; It's a Two-Way Street." Management Review, June 1980, p. 6.

[43]Hennig and Jardim, Managerial Woman, p. 156.

[44]Josefowitz, Paths, p. 99.

[45]For instance, "Strategies for Implementing Senior Advisor Programs." Public Personnel Management Journal (Fall) 1982, pp. 192-198; Margaret Price, "Corporate Godfathers by Appointment Only." Industry Week, 29 June, 1981, pp. 71-74.

[46]Price, "Corporate Godfathers." p. 74.

[47]"Women Finally Get Mentors of Their Own." Business Week, 23 Oct., 1977, p. 74.

[48]For instance, Olin Corp., and Honeywell.

[49]"Women." p. 80.

[50]"Woman." p. 80.

[51]Theodore Halatin, "Why Be a Mentor?" Supervisory Management, February 1981, pp. 36-39.

[52]Fitt and Newton, "When the Mentor." p. 60.

[53]Clutterback, "Career Success." p. 19.

[54]Fitt and Newton, "When the Mentor." p. 56.

[55]Bushardt, Moore and Debnath, "Picking the Right Person." p. 48.

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